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Final Report
Identification of the Necessary Organizational and Planning Process Requirements of the Fundy Trail Agency

Prepared For:

Study Steering Committee

Prepared By:

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1.0 INTRODUCTION

This document is the Final Report of the study identified in the Terms of Reference as "The Identification of the Necessary Organizational and Planning Process Requirements of the Fundy Trail Agency". Malone Given Parsons Ltd. was contracted by the New Brunswick Department of Tourism, Recreation and Heritage to conduct the study under the direction of an inter-departmental Steering Committee composed of the following individuals:

- Mr. John Archibald
  Department of Tourism
  Recreation and Heritage,
  Co-Chairperson
- Ms. Diane Kent Gillis,
  Department of Natural
  Resources and Energy
- Ms. Claire LePage,
  Department of Inter-governmental
  Affairs, Co-Chairperson
- Mr. Lyle Smith,
  Department of Transportation
- Mr. Michel Gauvin,
  Atlantic Canada Opportunities
  Agency

The concept of a Fundy Trail is something that has been discussed for over twenty years. The project generally involves the establishment of a coastal route beginning in St. Stephen and continuing along the coast to Saint John and on to St. Martins, Riverview/Moncton and the Nova Scotia border at Aulac. It is believed that this Trail has the potential to become a major tourist destination in Southern New Brunswick similar to the Cabot Trail in Nova Scotia.

For the most part the road network for the Trail is already in place, however, Route 111 departs from the coast at St. Martin's and bypasses a twenty mile stretch of coastline that is

considered to have some of the most spectacular coastal scenery in the province. This section is referred to as the "Missing Link" and it is virtually undeveloped largely due to the limited access at present. It is widely believed that construction of the missing link would greatly enhance the appeal of the Fundy Trail as a tourist route.

The purpose of this study is to provide a definition of the organizational structure required to oversee the planning and development of the "Fundy Trail" and, in particular, the "Missing Link" section from St. Martin's to Fundy National Park. The study also defines a proposed planning process for the entire Fundy Trail as well as the Missing Link.

1.1 Study Objectives

The objectives of the study as defined in the Terms of Reference are as follows:

- To carry out a series of interviews with key contacts of, but not limited to, senior governments, municipalities, interest groups, and political representatives.

- To define the needs and interests of specific organizations and agencies based largely on the interviews, and as well, the potential involvement of each in the planning process will be outlined including the requirements and possible methods for input and consultation during the planning process.

- To define an appropriate co-ordinating agency, its role, and its function. This definition will describe how the agency will fulfill its responsibility with respect to the planning and development of the Fundy Trail. The description will include, but not be limited to, the agency's

  (i) legal structure
  (ii) mandate
  (iii) funding and accountability
  (iv) goals and objectives
  (v) membership/ownership

(vi) reporting mechanism
(vii) executive
(viii) working committees
(ix) day to day management
(x) office
(xi) staffing
(xii) preliminary five year operational budget

. To define the planning process for the Fundy Trail which will provide a detailed description of the scope of work, timing and costs all as relating to:

(i) Fundy Trail Conceptual Plan
(ii) "Missing Link" Route
(iii) Environment Impact Assessment
(iv) Economic Impact Assessment
(v) Regional Context Plan

. To prepare a draft report and subsequently a final report as regarding the findings of the study and the recommendations resulting.

1.2 Report Organization

This report is divided into four chapters; Chapter One is this introduction, Chapter Two provides descriptions of three potential organizational options, Chapter Three describes a planning program for the Fundy Trail and Chapter Four outlines a work schedule and cost estimate for the planning program. A detailed diagram has been included to graphically illustrate the work program, schedule and co-ordination system.

2.0 ORGANIZATIONAL OPTIONS

This Chapter presents three potential organizational options for the planning, development and management of the Fundy Trail. Option One involves the establishment of an independent agency with legislated powers; Option Two involves the continuation of the existing Steering Committee and the establishment of a Fundy Trail Agency without legislated powers; and Option Three is a hybrid of Options One and Two.

2.1 Option One

This option would involve the establishment of an independent organization which would be given the responsibility of coordinating and controlling the planning, development and ongoing management of the Fundy Trail and the Missing Link.

Legal Structure

The agency would be created by an act of the legislative assembly. The legislation would establish specific rules for the organization in terms of its:

- membership term of office
- powers and responsibilities
- funding
- organizational structure
  i.e . chairmanship
  . board of directors
  . personnel

Mandate

The mandate for an agency created by an Act of the Legislature can be very broad. At this point it is difficult to

determine appropriate powers as the concept of a Fundy Trail has not been clearly articulated. However, the range of potential responsibilities and powers could include:

- to make inquiries, surveys and studies with respect to the planning and development of the Fundy Trail.

- to purchase and acquire land for the construction of the Fundy Trail and/or the "Missing Link".

- to build roads and public tourist facilities in the area defined as the Fundy Trail.

- to raise money for the construction and maintenance of the Fundy Trail.

- to enter into agreements with Federal, Provincial and Municipal governments and with private corporations and individuals to undertake the financing and construction of the Fundy Trail.

- to expropriate lands for the purpose of developing the Fundy Trail including the Missing Link.

- to undertake required construction activities and ongoing maintenance of the certain aspects of the Fundy Trail.

- to establish regulations for the development of commercial facilities along the Fundy Trail route and to enforce such regulations.

- to establish and enforce regulations with respect to commercial signage along the Fundy Trail route.

- to establish guidelines for public signage erected by the provincial Department of Transportation.

- to devise and implement marketing and promotional programs for the Fundy Trail.

Funding and Accountability

The funding for a Fundy Trail Development Agency could be acquired in the following ways:

- through either joint or individual agreements with the Federal, Provincial and Municipal governments.

- through donations from private individuals and corporations.

- through the establishment and collection of tolls and other charges for the operation and maintenance of all or portions of the Fundy Trail.

In terms of accountability the agency could be required to:

- submit an annual budget for review and approval to the Province of New Brunswick outlining a detailed estimate of revenues and expenditures.

- make available the accounts of the Agency for inspection and audit by the Province of New Brunswick at any time.

Organizational Structure

A potential organizational structure is outlined on the following page and is described below:

Membership:

(1) Municipalities located along the Fundy Trail route

(2) Tourism Associations such as:

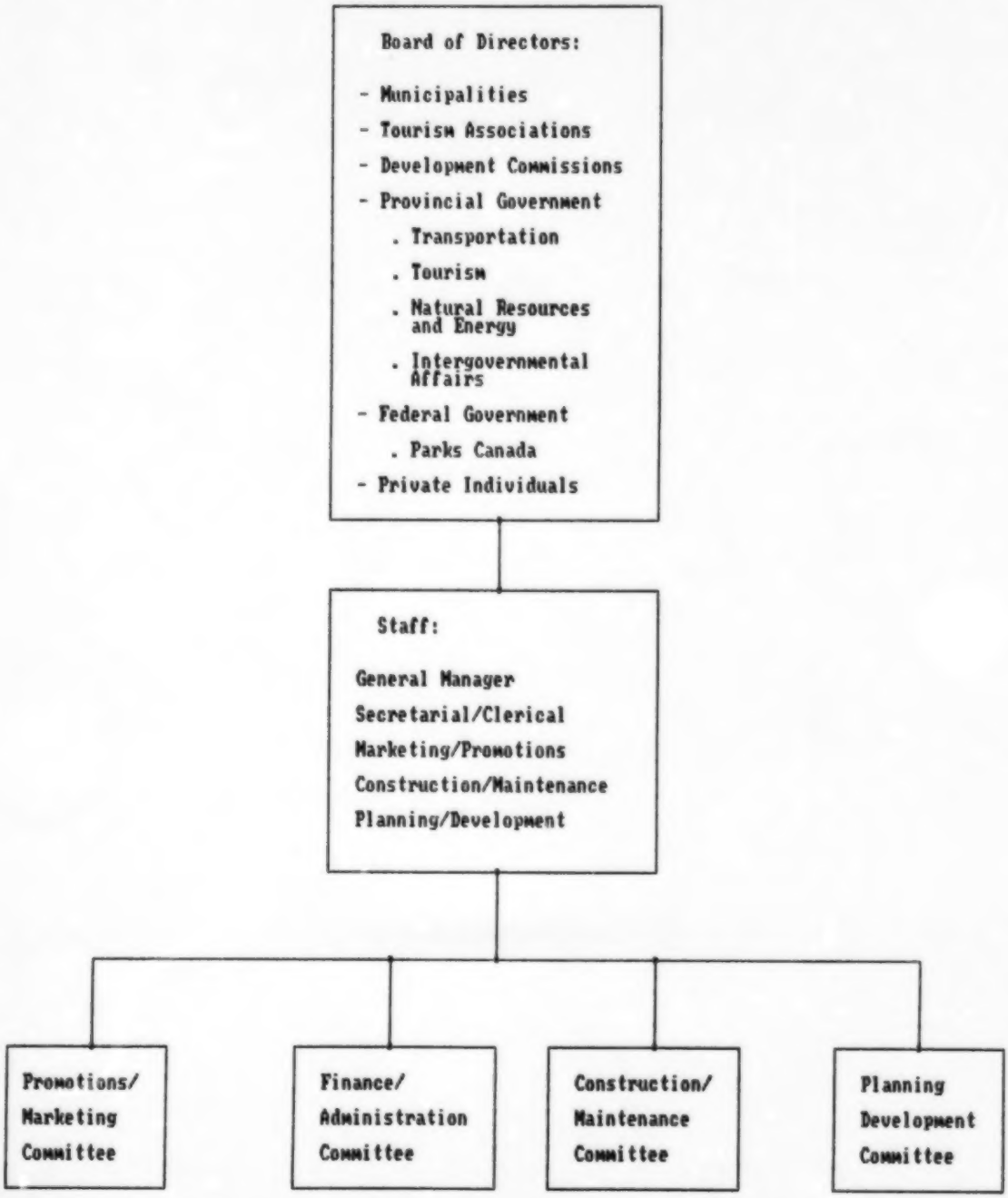
- The Quoddy Bay Tourism Association
- The Saint John Tourism Association
- The Southeast Tourism Association

(3) Development Commissions such as the Saint John Fundy Region Development Commission

(4) The following provincial government departments:

- Transportation
- Natural Resources and Energy
- Tourism Recreation and Heritage
- Intergovernmental Affairs

POTENTIAL
ORGANIZATIONAL STRUCTURE
FUNDY TRAIL AGENCY



(5) Parks Canada (depending on whether the chosen route for the missing link enters Fundy National Park).

(6) Private individuals with a strong interest and/or expertise in the development of the Trail or who would represent specific interest groups.

It is anticipated that the Agency would be comprised of approximately 20 to 25 members.

Executive/
Committees: It would be the responsibility of the members to elect a Chairman and Vice-Chairman for the Board. The board would then establish committees to be given the responsibility of coordinating work in each of the following areas:

Promotions/Marketing

This committee could be assigned the following specific responsibilities:

- develop a marketing and promotions strategy for the Trail.

- coordinate the implementation of the strategy and manage the advertising and promotions budget.

Finance/Administrative

The Finance/Administrative Committee could be assigned the following responsibilities:

- recruit agency staff and establish the terms of their employment (i.e. employee contracts, remuneration, benefits, etc.)

- prepare annual budgets for the agency.

- monitor the agency's financial situation on an ongoing basis.

- undertake funding negotiations with all levels of government, private individuals and corporations.

- oversee all administrative aspects of the agency's operations including office accommodations, equipment, staff relations etc.

Planning and Development

The Planning and Development Committee could be assigned the following responsibilities:

- to coordinate the preparation of all plans and studies related to the physical development of the trail and associated facilities and amenities.

- to coordinate any land acquisition program.

- to establish commercial development guidelines and evaluate project proposals to ensure conformity with the guidelines.

- to develop signage guidelines and review applications for signs, billboards etc. to ensure conformity with the guidelines.

Construction/Maintenance

The construction/maintenance committee could be responsible for:

- the development of both short range and long range schedules for construction projects.

- if the agency is given the responsibility for maintaining certain aspects of the Trail such as roadside tourist amenities, scenic lookouts, hiking trails etc. a maintenance program would be developed and implemented.

- overseeing all construction projects including the design, tendering and implementation of each.

Management and Staffing

This estimation of the staff required to manage the Agency as described in this option is based on the assumptions that the agency is established immediately and takes on the responsibility of coordinating the planning activities described in a later section of this report. In the initial year the minimum staff required would be:

(1) A General Manager responsible for coordinating all activities of the Agency which in the first year would consist primarily of the planning program described in this report. This person would also manage the day-to-day activities of the agency office including all related administrative functions. In subsequent years the General Manager would assume responsibility for implementing the agency's full mandate as described previously in this section.

(2) A Secretary/Bookkeeper responsible for all clerical, bookkeeping and secretarial functions involved in the day-to-day operation of the agency office.

After the initial year of operation and upon completion of the planning process, the Agency staff would probably need to be

expanded in order to effectively manage the implementation process. The minimum requirements for additional staff would be as follows:

A Marketing/Promotions Officer to prepare promotions and advertising plans and manage their implementation.

A Construction/Maintenance Manager to coordinate the design and tendering process for all construction projects and also to manage any maintenance activities undertaken by the Agency.

A Planning and Development Officer to; coordinate the preparation of any required plans or studies; coordinate the land acquisition program; review planned commercial developments to ensure conformity with the Agency's regulations; review signage applications based on established Agency regulations.

Budget

Exhibit 2.1 outlines a preliminary budget for an agency office with a staff compliment that would be the minimum required to fulfill the mandate described for this option. The budget covers administration costs as well as the cost of the planning program in year one. Planning, design and implementation costs in years two to five are impossible to predict at this stage, however, it is usual to expect design fees for road construction to be 5% of total project costs. Included in the budget is an amount set aside for travel expenses and meals for agency members to attend any scheduled meetings of the organization.

Exhibit 2.1 Option One : Five Year Budget Projection

Operations	Year 1	Year 2	Year 3	Year 4	Year 5
Administration	75000	209400	209400	209400	209400
Office Rent	7200	12000	12000	12000	12000
Equipment & Furniture	9800	8000	5000	5000	5000
Office Supplies	3600	4800	4800	4800	4800
Telephone / Fax	7200	10800	10800	10800	10800
Utilities	1500	2500	2500	2500	2500
Travel \ Accommodations	6000	6000	6000	6000	6000
Sub-Total	110300	253500	250500	250500	250500
Project Costs					
Planning	396945	0	0	0	0
Design	5% of Capital costs				
Implementation	Yet to be determined				
Public Meeting Costs	10000	0	0	0	0
Agency Meeting Costs	6000	6000	3000	3000	3000
Contingency @ 4%	20930	10380	10140	10140	10140
TOTAL	544175	269880	263640	263640	263640

* Source : Malone Given Parsons Ltd. Calculations

1. This budget does not include any costing for implementation of any development projects identified in the year one planning program.

2. All cost estimates are in constant 1989 dollars

2.2 Option Two

This option involves the management of the planning process for the Fundy Trail by an Inter-Departmental Steering Committee which would solicit input and feedback from an Agency composed of individuals from the study area. At the end of the planning process the Fundy Trail Agency could undertake the implementation of the recommendations evolving from the planning phase. The form and structure of this implementation group may include representation from all levels of government as well as from a number of local organizations.

Legal Structure

The Steering Committee would be established at the request of the Minister of Tourism, Recreation and Heritage. The Minister would appoint appropriate staff members to the Committee and would invite other relevant government departments to appoint additional members. In this instance no new legislation would be required.

Mandate

The Steering Committee would be charged with the responsibility of managing the planning process as described in a later section of this report. Early on in the planning program the committee would work toward the establishment of a Fundy Trail Agency made up of individuals from the study area and establish a mechanism for liaison with this group. As the planning studies progress the Steering Committee will, based on the information and plans produced by the consultants and in consultation with the Agency, define the type of organization which will be necessary to coordinate the implementation of the Fundy Trail and potentially its operation and ongoing management.

Funding and Accountability

Funding for the planning process has been secured under the Federal-Provincial Planning Subsidiary Agreement. The Steering Committee would be accountable to the Ministry of Tourism, Recreation and Heritage.

Organizational Structure

A potential organizational structure for this option is outlined graphically in Exhibit 2.2 and is described below:

Lead Agency: The Ministry of Tourism Recreation and Heritage would be the lead agency for the planning process and as such would be responsible for Co-Chairing the Steering Committee and undertaking all the necessary administrative functions (i.e. preparation of study Terms of Reference, Contractual Commitments, Scheduling of Meetings etc.)

Steering Committee: An inter-departmental Steering Committee would be established by the Department of Tourism to oversee the planning process. This committee would be composed of:

- Co-Chairpersons at least one of which will be from the Ministry of Tourism, Recreation and Heritage.

Exhibit 2.2

FUNDY TRAIL

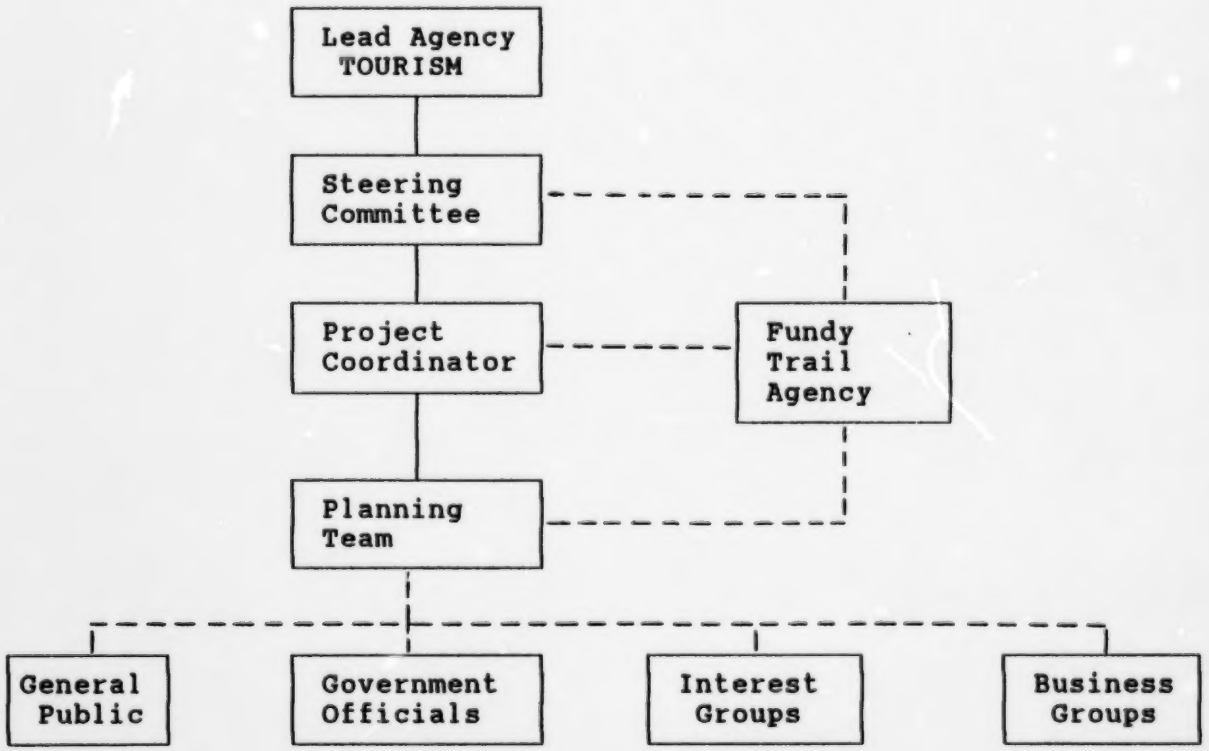
PLANNING PROCESS: ORGANIZATIONAL STRUCTURE

Steering Committee
Membership

- Intergovernmental Affairs
- Transportation
- Tourism, Recreation and Heritage
- Natural Resources and Energy
- ACOA

Options

- Parks Canada
- Development Commissions



- Justice
- Labour
- Agriculture
- Fisheries & Aquaculture
- Municipalities

- Conservation
- Recreation
- Environment

- Fundy Req. Dev. Comm
- Chambers Of Commerce
- Resource Industries

- One representative from each of the following provincial government departments:

  . Natural Resources and Energy
  . Transportation
  . Intergovernmental Affairs

- Other options for membership on the Steering Committee would be representatives from:

  . A C O A
  . Parks Canada
  . Regional Development Commissions

Project Coordinator: A project coordinator should be appointed to the project by the Department of Tourism, Recreation and Heritage to function as the administrative arm of the Steering Committee and to undertake the liaison with the Agency. The Specific responsibilities of this coordinator would be as follows:

- to undertake all administrative functions for the Steering Committee including but not necessarily restricted to:

  . preparation of Study Terms of Reference

. preparation of Contracts with consulting firms

. scheduling of Steering Committee meetings, recording of minutes and preparation of meeting agendae

. liaison with consultants and monitoring of their progress to ensure timely completion of each component of the planning process

- to undertake liaison with the Fundy Trail Agency to obtain input and feedback during the planning process and to assist the Agency in establishing an appropriate organization to ensure its continued involvement in the planning and development of the Fundy Trail once the planning process described in this report has been completed.

Fundy Trail Agency:

To ensure that input and feedback is obtained from local proponents and interested organizations from the study area, an Agency would be established. This Agency, which would act in an advisory capacity during the planning process, would be established and appointments to it made by the Ministry of Tourism, Recreation and Heritage.

The potential membership on the Agency could include the following:

- Municipalities
- Tourism Associations
- Regional Development Commissions
- Parks Canada
- Private individuals with a demonstrated interest in the development of the Trail or who represent relevant interest groups.

Planning Team:

The planning team would be composed of consultants contracted by the Ministry of Tourism Recreation and Heritage to conduct the studies and prepare the plans as outlined in the planning process section of this report. The team would report to and be supervised by the Steering Committee.

In addition to the public involvement process which is normally included in the preparation of the studies and plans, the planning team will be required to meet periodically with the Fundy Trail Agency to obtain input and feedback.

General Public And Interest Group Involvement:

A program of consultation with the

public, interest groups and government agencies has been built into the planning process. This would include but not necessarily be restricted to the groups identified at the bottom of Exhibit 2.2. The planning team would be required to carry out these consultative work steps at appropriate points in the planning process.

Budget

Exhibit 2.3 outlines a five year budget for this option. The budget for year one covers the period ending March 31, 1989 and includes the costs associated with the planning program described in this report.

Exhibit 2.3 Option Two : Five Year Budget Protection

Operations	Year 1	Year 2	Year 3	Year 4	Year 5
Administration	0	209400	209400	209400	209400
Office Rent	0	12000	12000	12000	12000
Equipment & Furniture	0	8000	5000	5000	5000
Office Supplies	0	4800	4800	4800	4800
Telephone / Fax	0	10800	10800	10800	10800
Utilities	0	2500	2500	2500	2500
Travel \ Accommodations	0	6000	6000	6000	6000
Sub-Total	0	253500	250500	250500	250500
Project Costs					
Planning	396945	0	0	0	0
Design	5% of Capital costs				
Implementation	Yet to be determined				
Project Coordinator Fees	57000	0	0	0	0
Expenses	8000	0	0	0	0
Public Meeting Costs	10000	0	0	0	0
Agency Meeting Costs	6000	6000	3000	3000	3000
Continency @4%	19000	10380	10140	10140	10140
TOTAL	496945	269880	263640	263640	263640

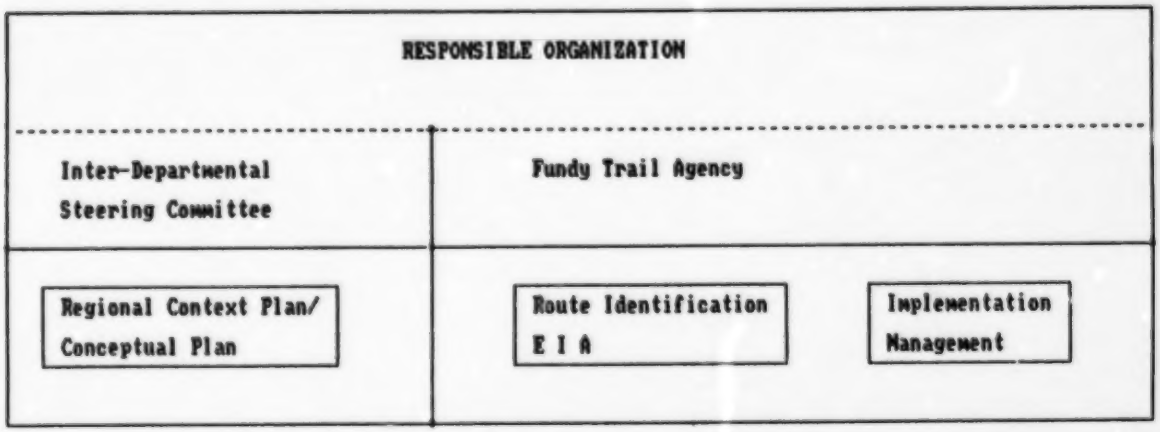
* Source : Malone Given Parsons Ltd. Calculations

1. This budget does not include any costing for implementation of any development projects identified in the year one planning program.

2. All cost estimates are in constant 1989 dollars.

2.3 Option Three

This option is basically a combination of options One and Two. The Steering Committee as proposed in Option Two would manage Phase I of the Planning Program (Regional Context Plan/Conceptual Plan) and the Fundy Trail Agency would then undertake the route identification phase and if necessary become the proponent for the Environmental Impact Assessment. The following Exhibit graphically illustrates this potential arrangement.



Legal Structure

The Steering Committee would be established at the request of the Minister of Tourism. The Minister would appoint staff members to the Committee and would invite other relevant government departments to appoint additional members.

At the end of Phase I of the planning program the Fundy Trail Agency would become the proponent for the Environmental Impact Assessment/Route Identification (Phase II). The agency could be established by:

(1) an Act of the Legislative Assembly.

(2) the Minister of Tourism with the approval of the Lieutenant Governor in Council pursuant to the Tourism Development Act.

(3) as an independent non-profit corporation

The appropriate legal method of establishing the agency would be decided during Phase I.

Mandate

The Steering Committee would be charged with the responsibility of managing Phase I of the planning program. The Committee, with the advice and assistance of the planning team would also work toward the establishment of the Fundy Trail Agency by drafting its mandate, structure etc.

During Phase I the role and responsibilities of the Fundy Trail Agency would be reviewed and modified if necessary. This agency would then become the proponents for Phase II. It may be that the powers of this agency are fairly limited at the outset but could be expanded at the end of Phase I. The final agency may have some combination of control functions and advisory functions.

Organizational Structure

The organizational structure for the Steering Committee would be the same as the one proposed under option Two while the agency structure may be similar to option One.

Staffing

During Phase I the Steering Committee would employ a project coordinator whose responsibilities would be the same as those described in option Two which are restated below:

- to undertake all administrative functions for the Steering Committee including but not necessarily restricted to:

  . preparation of Study Terms of Reference

  . preparation of Contracts with consulting firms

  . scheduling of Steering Committee meetings, recording of minutes and preparation of meeting agendae

  . liaison with consultants and monitoring of their progress to ensure timely completion of each component of the planning process

- to undertake liaison with the Fundy Trail Agency to obtain input and feedback during the planning process and to assist the Agency in establishing an appropriate organization to ensure its continued involvement in the planning and development of the Fundy Trail.

At the outset of Phase II the agency would hire a General Manager to assist in the coordination of the Environmental Impact Assessment/Route Identification Phase. The General Manager would then be responsible for coordinating Phase II of the planning program under the direction of the Agency. It is not anticipated that the General Manager would require any support staff at least until the end of the planning program.

Budget

Exhibit 2.4 presents a five year budget for Option Three. Included in year one are the costs associated with the planning program described later in this report.

Exhibit 2.4 Option Three : Five Year Budget Projection

Operations	Year 1	Year 2	Year 3	Year 4	Year 5
Administration	50350	209400	209400	209400	209400
Office Rent	0	12000	12000	12000	12000
Equipment & Furniture	0	8000	5000	5000	5000
Office Supplies	0	4800	4800	4800	4800
Telephone / Fax	0	10800	10800	10800	10800
Utilities	0	2500	2500	2500	2500
Travel \ Accommodations	0	6000	6000	6000	6000
Sub-Total	50350	253500	250500	250500	250500
Project Costs					
Planning	396945	0	0	0	0
Design	5% of Capital costs				
Implementation	Yet to be determined				
Project Coordinator Fees	30000	0	0	0	0
Expenses	4200	0	0	0	0
Public Meeting Costs	10000	0	0	0	0
Agency Meeting Costs	6000	6000	3000	3000	3000
Continency @ 4%	19900	10380	10140	10140	10140
TOTAL	517395	269880	263640	263640	263640

* Source : Malone Given Parsons Ltd. Calculations

1. This budget does not include any costing for implementation of any development projects identified in the year one planning program.

2. All cost estimates are in constant 1989 dollars.

2.4 Strengths And Weaknesses Of Options

Exhibits 2.5, 2.6 and 2.7 summarize the strengths and weaknesses of the three options presented in this Chapter.

Option One does not appear to be a viable alternative for the management of the planning program given the time required to draft and pass the necessary legislation. For that matter it is difficult, if not impossible, to determine the appropriate mandate for the Fundy Trail Agency prior to the completion of at least Phase I of the planning program.

Options Two or Three can be put in place almost immediately as neither requires any new legislation. In the case of Option Three, however, it has been suggested by the Department of Municipal Affairs and Environment that the E I A proponent should have some controlling interests in the project. This suggests that some significant powers must be given to the Fundy Trail Agency by the time the E I A process is initiated in order for Option Three to be a viable alternative. Under Option Two the Ministry of Tourism, Recreation and Heritage could be an appropriate Proponent for the E I A given the current legislated powers of this Department as defined in the Tourism Development Act.

An important consideration in deciding which organizational option to proceed with is the time constraints under which the planning program must be conducted. Funding for this planning program has been secured under the Federal-Provincial Planning Subsidiary agreement which expires on March 31, 1990. In the opinion of the consultants, option two has the potential for completing more of the planning program than the other two options by the funding deadline since it can be put in place relatively easily and would remain in place throughout the planning process.

Exhibit 2.5: Strengths And Weaknesses Of OPTION ONE

Strengths	Weaknesses
(1) Maximizes local participation in the planning process and in the implementation and operation of the Fundy Trail.	(1) May require an Act of the Legislature which could take 1 - 2 years to draft and receive approval. (2) Loss of control of the planning and development of the Trail on the part of funding agencies. (3) Difficult to determine appropriate membership and mandate at this stage. (4) Administrative costs could be high in years 2 - 5 if the implementation is managed by Agency staff.

Exhibit 2.6: Strengths And Weaknesses Of OPTION TWO

Strengths	Weaknesses
(1) Steering Committee can be established immediately. (2) Administrative costs would be lower during the planning program. (3) Provides for significant involvement on the part of local interests through the Fundy Trail Agency	(1) Requires ongoing review of the role and responsibilities of the Fundy Trail Agency during the course of the planning program.

Exhibit 2.7: Strengths And Weaknesses Of OPTION THREE

Strengths	Weaknesses
(1) Ensures local participation in the planning process and and in the implementation of the Fundy Trail.	(1) Officials of the Department of Municipal Affairs and Environment suggest that the E I A proponent should have some measure of control over the project. For example, ownership of all or a significant portion of the land required or some legal powers to implement recommendations evolving from the planning program.
(2) Administrative costs are approximately the same as for Option Two.	
(3) The Steering Committee for the Planning Program can be established immediately.	

3.0 PLANNING PROCESS

The planning, design and construction of a "Fundy Trail" is a complex undertaking requiring the creation and use of a comprehensive work program, schedule and co-ordination system. The work program proposed for the planning component of the entire undertaking is detailed on the network diagram which is included in a pocket attached to the back of this report.

3.1 PHASE I: Project Organization/Regional Context Plan And Concept Plan For Corridor

To initiate the project, certain start-up tasks will have to be undertaken to put into place essential management and operational systems for the duration of the project. These tasks require a series of initial meetings with the Steering Committee to review the organization and allocation of manpower resources, the definitive scheduling of all tasks and review activities and the procedures and standards for timing and accurate exchange of project information.

Of special importance during Phase I is the definition of the mandate, membership and operational procedures of the agency eventually responsible for implementing all proposals. The role definition of the agency should also include an outline of the particular responsibility that the implementation agency will have during each phase of the planning process, a description of its relationship with the Steering Committee and an indication at which stage of the process the implementation agency assumes primary responsibility for the remaining planning activities.

Phase I also produces a detailed work program and associated schedules that define the review and approval stages of the project and allows the Steering Committee/implementation agency to direct and monitor the progress of the project and the quality

of the products.

The Fundy Trail stretches from the international border between Maine and New Brunswick to the marshes of Amherst, Nova Scotia. Along the way it traverses a diversity of terrain and links a wide spectrum of natural, historic and scenic resources.

For the most part, the Fundy Trail follows the coast, permitting the visitor to enjoy the scenery and the cultural diversity and attraction of coastal towns and fishing villages. At St. Martins the Trail turns inland, away from the coast and does not return to the coastal area until Alma.

One of the primary objectives of this component of Phase I is to inventory and analyze the natural and cultural features and characteristics of the region between St. Martins and Alma, to propose and define the route corridor between these municipalities and to prepare concepts for the development of tourism and recreation facilities along the way. But, all proposed concepts must fit into and be compatible with the regional context; with the character, developments, attractions and services available along the existing Trail. An associated objective, therefore, is to construct an overview of the basic characteristics, developments, programs and potentials of the Fundy Trail and its environs and to suggest a growth and development strategy for the entire Trail that would create the required context for the preparation of the concept plan for the "missing link".

Phase I will establish the basic activities required to define and staff the Project Co-ordination Office, the Planning Team and the Implementation Agency. Once in place and acquainted with the goals and objectives of the study and its work program and schedule, the planning team conducts an overview analysis of the major characteristics, special features, land use and

developments along the Trail and prepares an Opportunities and Constraint Report that highlights the potentials and parameters for further tourism and recreation developments and programming along the Trail. Once reviewed by the Steering Committee and the Implementation Agency, the opportunities and constraints, together with a market analysis and visitor use projections, are used to prepare a preliminary Regional Tourism and Recreation Development Strategy for the Fundy Trail. Subsequent to its review the strategy is finalized and documented together with all supporting data and evaluation in a Regional Context Plan and Strategy for the Fundy Trail.

The concept planning activities are initiated at the same time as the strategy definition activities. After the boundaries for the concept planning study are defined, more detailed investigations of the natural environment and man-made features and developments are undertaken with a view toward preparing a data base for defining and evaluating alternative corridors and potential tourism and recreation developments. After public review and detailed examination by the Steering Committee and the Fundy Trail Agency, a preferred corridor is selected and described; the associated development concepts are finalized; and all investigations, analyses and proposals are documented in the draft and final Concept Plan. A socio-economic impact analysis of all proposals is also included in the final documents.

The overlap of the activity stream of the Regional Context Plan and Strategy with the Concept Planning stream is both deliberate and necessary. The time frame under which the entire study must be completed necessitates the telescoping of these separate streams of activities, yet care has been taken with the relative scheduling of activities in both streams of activities so that information required from one stream to complete later tasks in the other stream will be available. For example, visitor use and projection data developed during the formation of

the Regional Context Plan and Strategy will be available to detail the size, scale and nature of tourism and recreation development concepts suggest in the Concept Plan.

3.2 PHASE II: Route Identification and Environmental Impact Assessment

The Concept Plan defines the corridor within which the specific route for the "missing link" of the Fundy Trail must fall. The basic purpose of Phase II is to investigate the corridor in more detail, propose alternative route alignments, select a preferred alignment and assess the environmental impact of that alignment on the natural and socio-economic environments.

The character, format and process for conducting an environmental impact assessment is defined by Regulation 87-88, promulgated on July 13, 1987 under The Clean Environment Act. The work program detailed for Phase II proposes that both streams of activities be carried out simultaneously and, where possible, overlap. The proposition is based on two reasons: first, the length of time required to complete the Phase is reduced substantially; and, second, the route identification and evaluation process recognizes and integrates the requirements of the environmental impact assessment.

Because of essentially similar requirements, the public participation process for both streams of activities is combined.

The mandate, responsibilities and authority of the Fundy Trail Agency could be modified substantially early in Phase II so that it has the capability to assume the role previously carried out by the Steering Committee and become the "legal proponent of the undertaking" for the purpose of the environmental impact assessment. The Agency, rather than the Steering Committee, could direct and monitor the work carried out during Phase II

depending on the powers given to it at the end of Phase I. It should be noted once again that the Department of Municipal Affairs and Environment advises that the eventual E I A proponent should have some formal powers and/or a significant measure of control over the project.

4.0 WORK SCHEDULE AND PLANNING PROGRAM COSTS

Presented in this chapter is a potential work schedule and cost estimate for the implementation of the planning program outlined previously in this report. The cost estimates outlined in this chapter are based on operational option two as described in Chapter 3.0.

4.1 Work Schedule

A potential work schedule for the implementation of the planning program is outlined in Exhibit 4.1. While it is understood that it is desirable to complete the planning program by March 31, 1989, it seems unlikely that the entire program can be completed by that date. The overall length of time required to complete both phases of the program would more likely be approximately eighteen (18) to twenty-four (24) months. The most significant unknown in this process in terms of the time required is the E I A which can take anywhere from six (6) to twenty-four (24) months to complete. It should be noted, however, that much of the information gathered in Phase I could be used in Phase II (i.e. physical inventories) to reduce the research requirements and thereby streamline the E I A process.

The first three months of the planning program would involve the completion of three major tasks:

(1) The selection of a consultant to prepare the Regional Context and Conceptual Plans.

(2) The establishment of a local agency and the preparations for, and conduct of, a workshop with this group.

(3) The preparations for a series of public open houses.

The consultants would then undertake the preparation of the Regional Context and Conceptual Plans which, it is estimated, will take five to five and one-half months to complete. After completion of Phase I the second phase (E I A/Route I D) would be tendered and a consultant selected by approximately mid-March of next year.

Exhibit 4.1: Planning Program Work Schedule

June 5th -	June 30th	- Establish Project Coordination Function
		- Prepare Terms of Reference for Phase I and Issue Proposal Call
June 30th -	July 31st	- Prepare information package for public open houses; schedule and advertise meetings; prepare presentation materials
		- Identify and recruit agency members, prepare workshop program package, conduct initial workshop with agency
July 31st -	August 15th	- Review proposal submissions, screen and select consultants
August 15th -	August 29th	- Finalize work program and schedule (Phase I), negotiate contract with consultants
		- Conduct Workshop with Project Coordinator, Planning Consultant, Implementation Agency and Steering Committee

August 29th - September 13th	-	Conduct series of public open houses
September 13th-February 15th	-	Consultants implement and complete Phase I of Planning Program
December 1st - January 31st	-	Register E I A Undertaking
	-	Establish Review Committee
	-	Draft E I A Guidelines Received
February 1st - March 15th	-	Prepare Terms of Reference for E I A/Route ID
	-	Issue Proposal Call
	-	Select Consultant
March 16th -	-	Consultants implement and complete Phase II Planning Program (E I A/Route I D)

4.2 Planning Program Costs

Exhibit 4.2 summarizes the estimated cost of implementing the planning program outlined previously in this report. The costs have been broken down into seven items including this current study. The total cost of the planning program would be of the order of $496,945. A number of assumptions have been made in preparing these estimates, specifically:

- Project coordination would be contracted out to an appropriate individual and/or a consulting firm.

- The costs associated with the E I A/Route I D component are lower than might normally be the case due to the amount of information available as a result of the completion of Phase I.

- Travel expenses and meals will be provided to members of the "agency" to attend scheduled meetings of this organization.

- A contingency has been set aside to account for cost overruns and/or unforeseen expenses.

Exhibit 4.2: Planning Program Implementation Costs

1.	Project Organization, Work Program, Schedule	$ 16,945
2.	Project Coordination	65,000
3.	Regional Context/ Conceptual Plan	200,000
4.	EIA/Route I D	180,000
5.	Public Meetings/ Agency Meetings	16,000
6.	Contingency @ 4%	19,000
	TOTAL PROGRAM COST	$496,945

*Note: Item (1) above is the cost of this current study

APPENDIX A

LIST OF CONTACTS
AND INTERVIEW RESPONDENTS

APPENDIX A

The following is a list of persons who were either interviewed by the consultants or provided information used in the preparation of this report.

(1) Mr. Stuart Jamieson, Member of the Legislative Assembly of New Brunswick

(2) Mr. Richard Burns, Director of Legal Services, New Brunswick Department of Justice

(3) Mr. Paul Daigle, Deputy of Minister, New Brunswick Department of Tourism Recreation and Heritage

(4) Mr. Francis McGuire, Deputy Minister, New Brunswick Department of Intergovernmental Affairs

(5) Mr. David Jennings, Assistant Deputy Minister, New Brunswick Department of Tourism, Recreation and Heritage

(6) Mr. Kirk Gordon, Environmental Planner, New Brunswick Department of Environment

(7) Ms. Catherine McLaggan, Environmental Planner, New Brunswick Department of Environment

(8) Mr. Lyle Smith, Assistant Deputy Minister, New Brunswick Department of Transportation

(9) Mr. Alexander Pert, Executive Director of Administration, New Brunswick Department of Natural Resources and Energy

(10) Ms. Diane Kent Gillis, Director of Crown Lands, New Brunswick Department of Natural Resources and Energy

(11) Mr. Gilles Pelletier, South East New Brunswick District Manager, New Brunswick Department of Tourism, Recreation and Heritage

(12) Mr. Armand Bannister, President, South East New Brunswick Tourism Association

(13) Mr. Lee French, Saint John District Manager, New Brunswick Department of Tourism, Recreation and Heritage

(14) Mr. Mitchell Franklin, St. Martins area resident and business man

(15) Mr. Bill Thompson, General Manager, Fundy Regional Development Commission

(16) Mr. Warren Melanson, official with Hospitality Saint John

(17) Ms. A. J. (Billy) McCready, Program Director, Quoddy Bay and Fundy Isles Tourism Association

MAPS
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